



CHRC Live: *What Do You Believe?*

The Ladder of Inference: A communication, collaboration and perspective tool



**JTF
CapMed**

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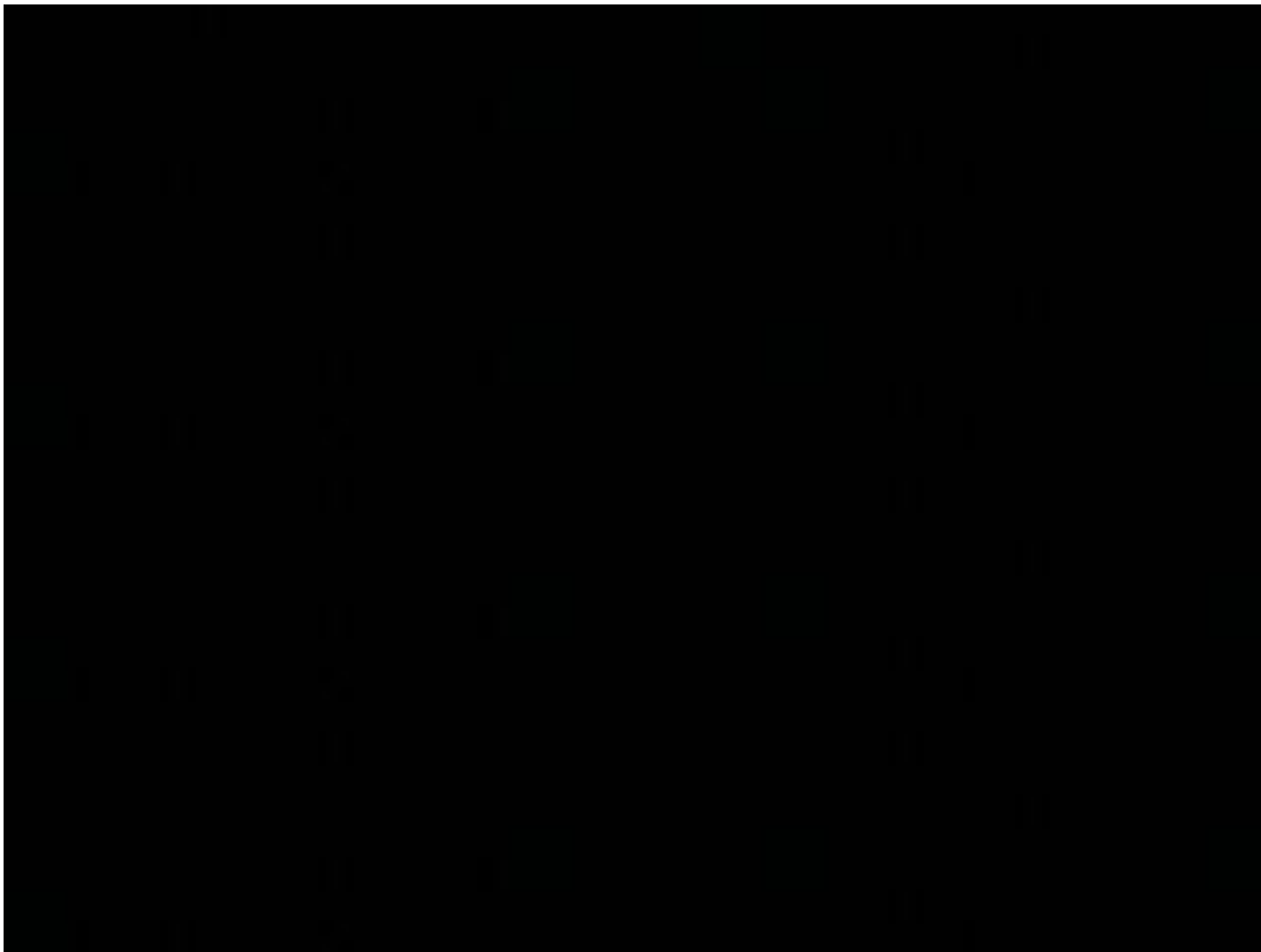
Session Objectives



- Raise awareness about how we gather information
- Understand how perspectives and beliefs can create our reality
- Learn a tool to help appreciate different perspectives
- Introduce ideas to support “generative communication”



Let's Watch A Video



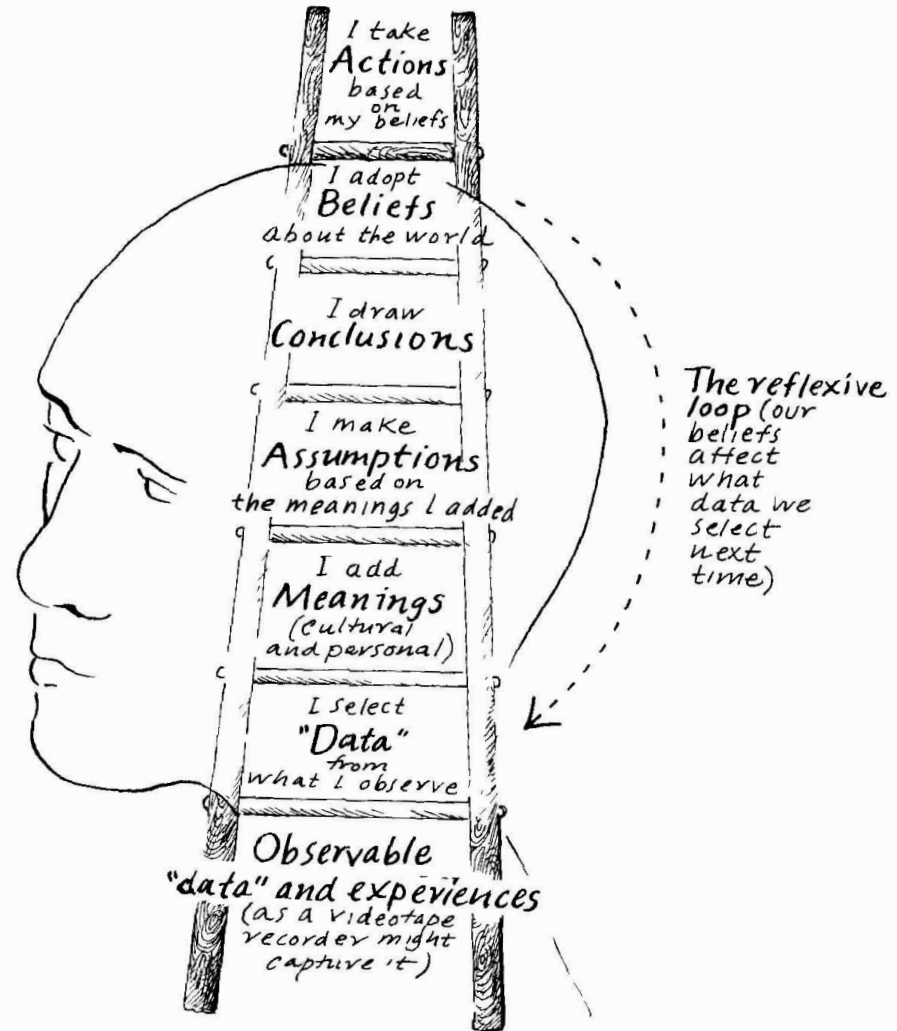


Why did we show you this video?

- As humans, we often see what we want to see. Or in this case we see what we are told to look for.
- Bottom line: We see what we look for!



Ladder of Inference



**Based on the work of Chris Argyris*

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Why is this important now?

- In transition it is easy to fall into a “gathering evidence” mode based on your own experience or beliefs
- In transition it is very easy to influence other people’s beliefs

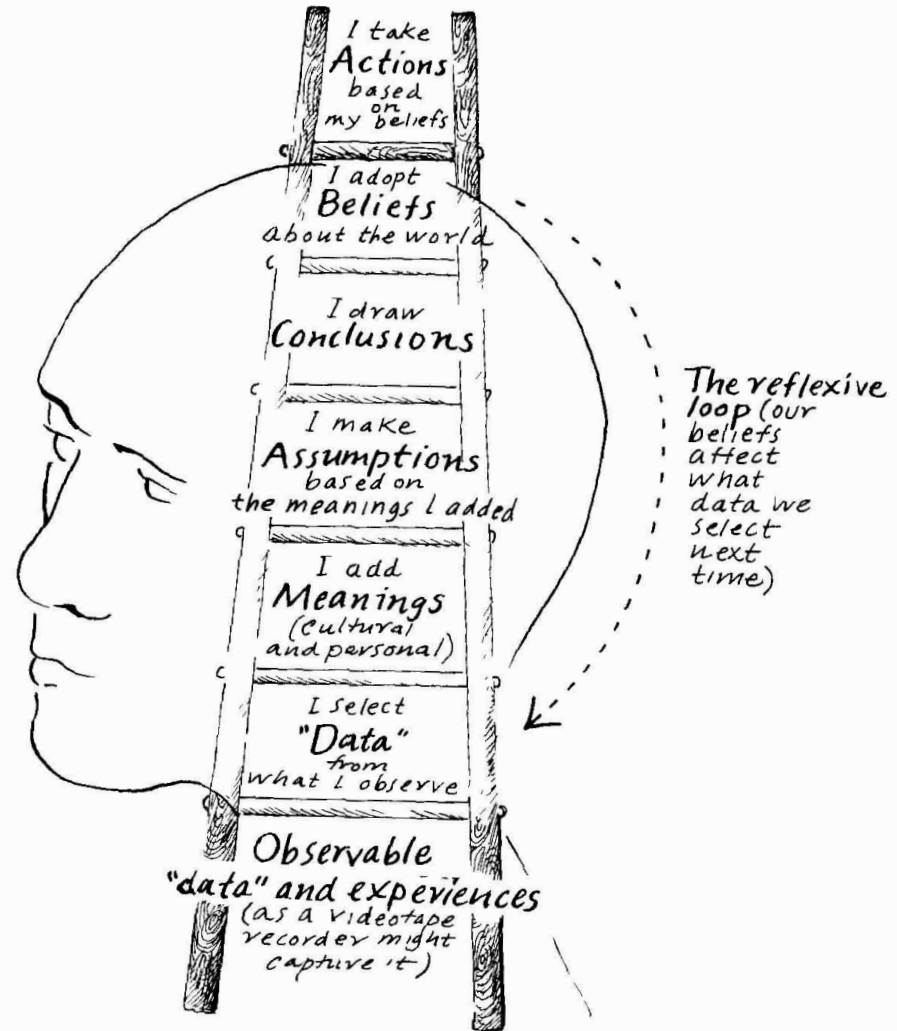




Some Ladders We've Seen!

- “The Navy doesn’t want us”
- “The Army is taking over”
- “They aren’t cooperating”
- “They” don’t share information
- “Integrating is a bad idea”
- “This is exciting, we can do so much together”

Ladder of Inference



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What Do You Believe?



*What evidence are
you gathering to
support your beliefs?*



Staying Down the Ladder Strategies

- ① Seek new data!
- ② Share assertions not assessments
- ③ Be a generative communicator





1. Seek New Data

- Be aware of your beliefs: question your assumptions and conclusions
- Use questions to generate new information/data: Tell me more...How would that work...How do you see it
- Listen without judgment
- Ladders are contagious





2. Assert—Don't Assess (or Assume)

An **assertion** is a fact

An **assessment** is an opinion

Fact: “It’s 72° in here”

Opinion: “It’s hot, cold, uncomfortable, comfortable in here”

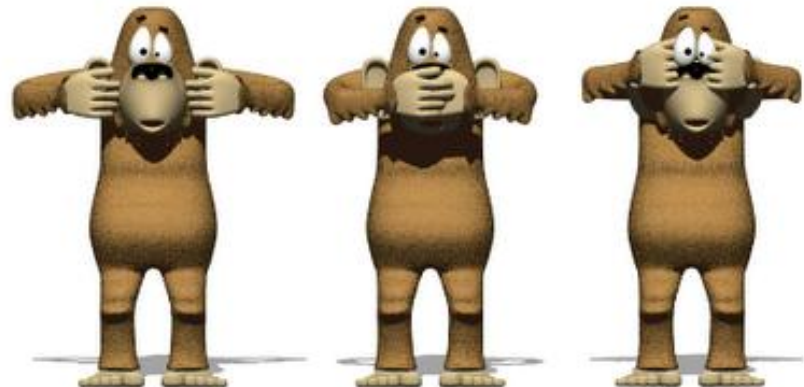




3. Be a Generative Communicator

Three Choice Points:

1. Perspectives and Interpretation
2. Language
3. Listening and Questioning





Interpretation & Perspective is a Choice

- What we focus on becomes our reality
- We filter data to fit preconceived mental models & beliefs about the world
- We see what we look for





What Do You Believe?

- Everybody involved in this integration and transition plays an important role in creating a successful culture
- What do you believe?
- What evidence are you gathering?





Thank You!



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